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## Taking Account of Human Relations

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# TAKING ACCOUNT OF HUMAN RELATIONS<sup>1</sup>

By CECILIA VER HAGE, Holland Chapter A.S.W.A.

"Wake up, Rip Van Winkle! It's time to shave your beard of human indifference. It's time to re-stock that old flintlock and load it with pellets of human motivation. It's time to refill that jug with elixirs capable of producing human consideration."

"Ho-hum—what's all this about? Me shave my beard of human indifference? What crazy talk is this?"

Perhaps it isn't crazy talk. About twenty years ago, American business began to open its eyes to the fact that it needed to give much more time and consideration to human relations. Why? Because managers began to realize that "human relations" is the means by which they get things done through others, that proper attitudes coupled with knowledge and skill account for productive results. The worker, too, knows that through "human relations" he will become an integral part of the organization and that he will get along with his boss and his co-workers through its functioning.

If we examine the business system closely, we draw the conclusion that it is based on two factors—technical and human. The technical embraces economics, finance, and production. The human includes a social system composed of people with whom we have personal dealings. It covers the way people live, think, and co-operate in the business world. How an employer treats an employee, how a manager treats a union worker, how a businessman treats his customers, and similar instances, can all be categorized as "human relations."

You ask the question: "Should the human relation angle of business replace the technical angle of business?"

The answer is "No." They should go hand in hand. Human relations endeavors to create a balance between the technical and the human factors in business. Of what importance is a technical decision based on on economical logic when its effect on human society is disregarded? The passing of a new tax may be technical, but how will it affect the people? The confiscating of property to build roads is technical, but how will it affect the victim's property and well-being?

When we begin to combine the human and the technical in the same business situation, then we are beginning to use sound business judgment based on effective thinking. It is a means of building and maintaining human dignity and satisfaction as opposed to the mere production of a commodity under inhuman circumstances.

Most of us have concentrated on the technical factors of business. We have literally devoured textbooks of economics, finance, English, accounting, and many others, dotting on the fact that we have been "degreed" and "pedigreed" in theory. Since the last few decades we have begun to realize that our technical developments have overshadowed our accomplishments in human relations.

Fortunately, American business and education groups are doing something about the development of "human relations." The problem begins from the lowest level all the way up to the Board of Directors. Business feels its responsibility to the community. Large businesses make liberal grants to the Community Chest; public institutions receive fabulous endowments; business executives are chairmen of civic projects. The growth of labor unions shows that man receives consideration. Co-operation is stressed to maintain a balance between the technical and the human. In the end, good human relations pays dividends both socially and economically.

In 1947, Clarence Francis, chairman of the Board of General Goods Corporation said: "The problem of individual productivity is primarily and fundamentally one of human relations. People are composed of body, mind, and spirit, all of which, but particularly spirit, should be applied to executing assigned tasks if maximum productivity is to be attained."<sup>1</sup>

When a person wants to do something, he will complete the task no matter how long and diligently he has to work at it. This same principle can be applied in business. It is the manager's business to see that the worker wants to do the work and that the end result will be satisfactory.

(Continued on page 13)

<sup>1</sup> Davis, Keith. "Human Relations as a Basis", *Education for Business Beyond High School*, The American Business Education Yearbook, Vol. XIV, 1957, p. 142

<sup>1</sup> Francis, Clarence. "What's Ahead for Those in Industrial Relations Work?" (A symposium), *Industrial Relations*, October, 1947, p. 8

# IDEA EXCHANGE

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By LUCILLE PERELMAN, C.P.A., Charleston, West Virginia

## "RETURNABLES IN THE CONSTRUCTION FIELD"

In the electrical and mechanical divisions of the construction field the many items returnable for credit on which a deposit has been expended may be accounted for simply and concisely by the following method:

Prepare a columnar sheet showing the date of invoice, vendor's assigned number and size, vendor from whom purchased, vendor's invoice number, your project or job number, amount of deposit involved, sales taxes if applicable, date returned to vendor, date of credit issued, amount of credit, purchase order number on which originally purchased.

Entries made on this columnar record when deposits are expended comprise a simple inventory at all times whether the items be reels from which wire has been used or drums from which oil for hydraulic systems were transported. The least amount of time may be expended in taking an over-all inventory of money involved on items classified as returnables.

—Dixie E. Maffett  
Atlanta Chapter

## COMPUTING INTEREST 360 DAY BASIS

Following are helpful rules in computing the interest on any principal for any number of days. When the principal contains cents, point off four places from the right of the result to express the interest in dollars and cents. When the principal contains dollars only, point off two places.

- 4% Multiply the principal by the number of days and divide by 90.
- 5% Multiply by the number of days and divide by 72.
- 6% Multiply by the number of days and divide by 60.
- 8% Multiply by the number of days and divide by 45.
- 9% Multiply by the number of days and divide by 40.
- 10% Multiply by the number of days and divide by 36.

—Maxine Wells  
Grand Rapids

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Perhaps the method of treating the worker is based on psychology—no two persons react to the same situations and can be handled alike. However, there must be a reciprocation. Since workers have been hired to perform similar tasks for the advancement of business, they expect to work together to derive a mutual benefit. If the worker wishes to quit he is free to do so; if management wishes to "fire" him, it is free to do so—if there is no co-operation in their business relationship.

"Underlying all human relations is human dignity. This idea recognizes that business people exist for people, rather than the other way around. The producer comes first, rather than his production; the customer comes first, instead of the purchase; and so on . . . The philosophy of human dignity recognizes that the whole man is involved in business, instead of only his skill or money. Human dignity is basic to human relations;

if men were treated as animals, there would be no need to study human relations. The worker comes first, then the employer. The customer comes first, then the businessman; the child come first, then, the teacher. Dignity comes first; reasoning comes second."<sup>1</sup>

If man is treated as a man, he feels and acts like a man—a creature who is created in God's image, proud to be called a child of God. Treat him like a dog? He will snarl and bite. Treat him like a man? That's the "human" part of it.

Old Rip Van Winkle stroked his twenty years' growth of indifference, nodded his head and knowingly muttered, "I see what you mean. I can't see my feet when my beard's too long. What I need is a clean shave so you can see my 'human relations.'"

<sup>1</sup> Davis, Keith. "Human Relations as a Basis". *Education for Business Beyond High School*, The American Business Education Yearbook, Vol. XIV, 19 1957, p. 142